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PSC 495.02: Advanced Nonprofit Management

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**Political Science 495 – Advanced Nonprofit Management
Spring, 2003 Syllabus**

Instructor: Nancy Leifer

Office: Corbin Hall room 347 **Mailbox:** Political Science Office, LA 350

E-mail: nancleifer@aol.com (not to be used for submission of homework)

Office hours: available most of the time – please make appointment

In addition, I will be in the office Mondays, 1:10-2:00 p.m. and 3:00-4:00 p.m.

Guest Instructor for Financial Management:

John Filz, Executive Director, Head Start for Ravalli County

Course Purpose:

Advanced Nonprofit Management is designed to give students who have had some background in nonprofit organizations more in-depth exploration of project management in a nonprofit setting. The course focuses on four specific issue areas:

- Project/program planning and implementation
- Budgeting and financial management
- Grant writing
- Fundraising

These four issue areas are interrelated and will be integrated as the course proceeds. Students will work with a real-life potential project as the focus for their graded assignments. Students can use a project from a nonprofit with which they are working, or locate a project in a nonprofit through the Office for Civic Engagement by contacting Andrea Vernon, Social Science Room 126, phone: 243-5159.

Textbooks:

There are two textbooks for the course, chosen to be useful reference documents for students after course completion as well as for their information for the course. These are:

Grassroots Grants: An Activist's Guide to Proposal Writing by Andy Robinson, published in 1996 by Chardon Press, Berkeley, California

Secrets of Successful Fundraising: The Best from the Non-profit Pros compiled and edited by Carol Weisman, published in 2000 by F.E. Robbins and Sons, St. Louis, Missouri

These textbooks cover most of the material for the second half of the class. Assigned readings for the first half of the class will be on reserve in the Mansfield Library.

Assignments and Grading Criteria:

Grades will be based on the following assignments:

Practice assignments	20%
Project design documents: logical framework (10%), network (5%), and responsibility bar chart (5%)	20%
Exam on Financial Management and Budgeting	20%
Project Grant Proposal	20%
Project Fundraising Plan	20%

Practice assignments: The course is designed to help students develop and apply concepts in each area by practicing the application of concepts to a project common to the class and to their specific nonprofit project. Weekly practice assignments will be due in the Instructor's mailbox **by 1:00 p.m. of the Wednesday preceding class**. These assignments will be reviewed, but not graded. Points for practice assignments will be awarded on the basis of timely completion and effort.

Project design documents: Students will prepare a logical framework, performance network diagram, and responsibility bar chart for the nonprofit project with which they are working. This assignment will be graded on completeness, demonstration of knowledge of concepts, and thoroughness of thought in the final submitted documents. Drafts of the documents will be included as practice assignments prior to the due date of the final assignment to allow for development in applying the concepts of each.

Exam on financial management and budgeting: **This exam will be given on Thursday, March 25,** the last class period before spring break. The exam will test student's ability to read spreadsheets, formulate budgets, and demonstrate knowledge of concepts in the areas of financial management and fiscal control.

Project Grant Proposal: Students will prepare a grant proposal for the nonprofit project upon which they are working. This assignment will be graded on completeness, clarity and persuasiveness, and presentation (including spelling, proper word use, and use of headings and space). Drafts of each portion of the grant proposal will be included as practice assignments prior to the due date to allow for development in applying the concepts to the final project grant application. See assignment sheet for more details.

Project fundraising plan: Students will prepare a fundraising plan specific to the nonprofit project with which they are working. The plan will include identified sources for income sufficient to cover the project costs plus contingency. See assignment sheet for more details.

Late work: Graded assignments handed in late will be reduced by 1 grade point if handed in by 1 p.m. Wednesday of the week following the week due (i.e., an A will be reduced to a B); by 2 grade points if handed in two Wednesdays following class session in which it was due, etc.

Course Schedule

WEEK	TOPICS	READINGS (to be completed prior to class for which they are assigned)	ASSIGMENTS/DUE DATES
#1 Jan. 29	Introduction to Course Review of nonprofit sector Introductions of Instructor and Students Discussion of Potential Projects		
#2 Feb. 5	Introduction to Project planning and Logical Framework	On Reserve: readings for Week 2: Project Management Systems III, pages 1-7; II-2; Logical Framework I, pages 1-5 and II, pages 1-13	brief description of proposed project/nonprofit organization due in instructor's mailbox in Political Science office, LA 350, by noon, Wed. Feb. 4
#3 Feb. 12	Inputs – Outputs; Objectives; Purpose; Goal Assumptions/Risk management Introduction to QQT's and verification	On Reserve: readings for Week 3: Logical Framework pages 13-28; also article "The Sea Change in Nonprofit Human Services: A Critical Assessment of Outcomes Measurement"	Practice assigned week 2 due Wed., Feb. 11, by noon in instructor's mailbox in Political Science office – LA 350
#4 Feb. 19	Objectively verifiable indicators Means of verification Manageable interest Project evaluation Introduction to implementation planning	On Reserve: readings for Week 4: Guide to using networks; guide to using bar charts; guide to using performance networks	Practice assigned week 3 due Wednesday, Feb. 18, by noon in instructor's mailbox in Political Science office – LA 350
#5 Feb. 26	Project implementation, performance networks and responsibility bar charts; Reporting Introduction to Financial Management		Graded assignment due: project logical framework and practice assigned week 4 due Wednesday, Feb. 25, by noon in instructor's mailbox in Political Science office – LA 350
#6 March 4	Overview of Financial Management; Accounting basics; Budgeting; monthly income/expenditure reports Cash flow	On Reserve: <u>Leadership and Program Development</u> pp. 91-98; also <u>Streetsmart Financial Basics for Nonprofit Managers</u> , pp. 25-34, and pp. 129-152; also <u>The Complete Guide to Nonprofit Management</u> pp. 283-297;	Graded assignment due: project network and responsibility bar chart due Wednesday, March 3, by noon in instructor's mailbox in Political Science office – LA 350
#7 March 11	Balance sheets, 990's Internal controls	On Reserve: <u>The Complete Guide to Nonprofit Management</u> pp. 297-308; <u>Leadership and Program Development</u> pp. 98-104	Practice assigned week 6 due Wednesday, March 10, by noon in instructor's mailbox in Political Science office – LA 350
#8 March 18	Financial management and government grants; Other key concepts in financial management; review	On reserve: <u>The "How-to Grants Manual"</u> pp. 142-149; <u>Grassroots Grants</u> : pp. 159-168	Project budget and practice assigned Week 7 due by noon Wed. March 17 in instructor's mailbox in LA 350
#9 March 25	Exam: Financial management Introduction to Grantwriting	<u>Grassroots Grants</u> : pages 1-61;	Exam: Financial management Grant proposal assignment distributed
April 1	Spring Break		
#10 April 8	Introduction to Foundations Discussion/critique of proposal	<u>Successful Fundraising</u> : pages 153-172 <u>Grassroots Grants</u> , pp. 63-76; also 96-102;	

	components: cover page and ex. summary, organizational history, problem statement	112-119-top; 138-146 - top On Reserve: <u>The "How To" Grants Manual</u> , pp. 185-205	
#11 April 15	Critique of drafts; Discussion of: project goal and objectives, strategy and implementation; timeline; evaluation; personnel; budget; attachments; cover letter	<u>Grassroots Grants</u> , pp. 77-93; also 103-111; 118-137; 145-151 On Reserve: <u>The "How To" Grants Manual</u> , pp. 6-10; 29-34;	Practice assigned week 10 due Wednesday, April 14, by noon in instructor's mailbox in Political Science office – LA 350
#12 April 22	Critique of drafts; Fundraising: Board involvement, feasibility, planning, philosophy, Fundraising plan;	<u>Secrets of Successful Fundraising</u> , pp. 15-99 On Reserve: <u>The Relentlessly Practical Guide to Raising Serious Money</u> , pp. 19-27; <u>The "How To" Grants Manual</u> , pp. 157-159;	Practice assigned week 11 due Wednesday, April 21, by noon in instructor's mailbox in Political Science office – LA 350 Project fundraising plan assignment distributed
#13 April 29	Fundraising Tools: special events; mail solicitation; planned giving; soliciting donors; government grants;	<u>Secrets of Successful Fundraising</u> , pp. 103-152; 173-194 On reserve: <u>The "How To" Grants Manual</u> " pp. 91-134; 139-141	Graded assignment due: Project grant application in class on Thursday Grad students: Presentation of fundraising technique
#14 May 6	Fundraising cont.: corporate giving; cause marketing; internet; newsletters; alliances; donor recognition	<u>Secrets of Successful Fundraising</u> , pp. 195-214; 215-244; 263-347	Grad students: Presentation of fundraising technique
Exam week	Fundraising plan due; summary of project planning and management; class evaluation		Note: Final class time TBA – Fundraising Plan due at time of final class meeting